



DEI Lessons from Around the World

Our Webinar Will Begin Shortly

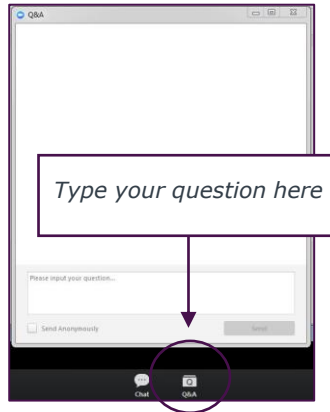
February 2025

Networking



Use the **chat** to connect with other participants and share ideas.

Asking a Question



Brief Exit Poll



We'd appreciate your **feedback** on today's presentation.



James Cowling-Vega

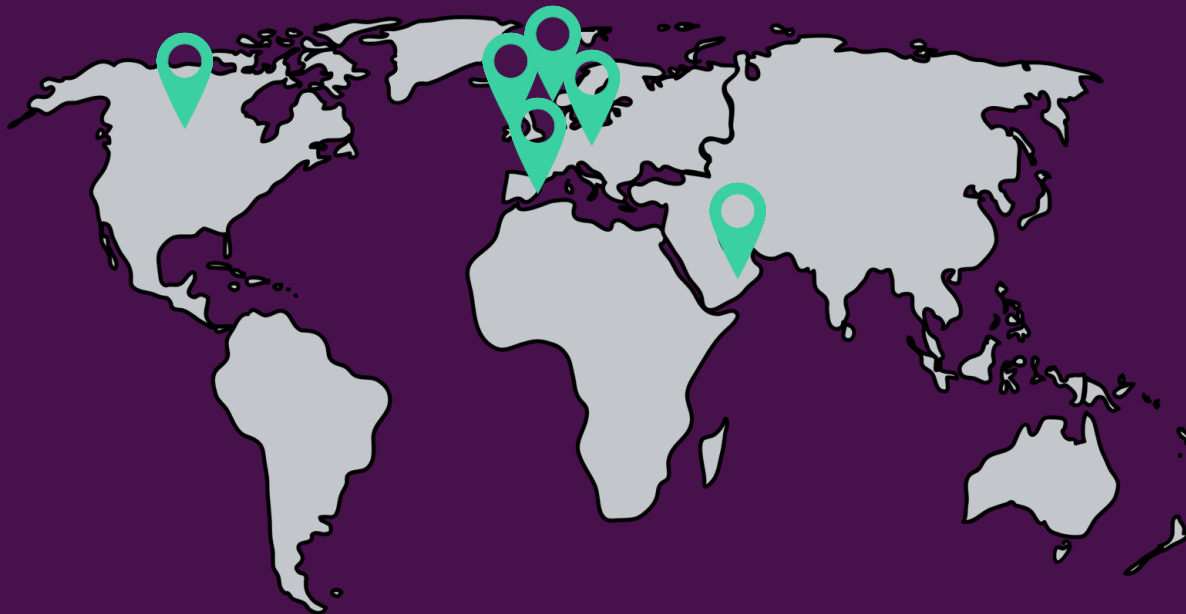
Managing Director
Seramount

Take Our Poll!

How is your organization's global DEI effort structured?

- 1 Centralized under one global team
- 2 Localized with DEI heads in each region/country
- 3 A mix of centralized and localized efforts
- 4 We are not currently operating globally

DEI Lessons from Around the World



Seramount's Global Advisors



Advisor		Countries	Advisor		Countries	Advisor		Countries
	Nancy Di Dia	Global Strategy		Bernadette Giard	France		Andrew McGregor	Australia
	Sathya Bala	Australia, UAE, India, UK		Neil Hudson-Basing	Spain, UK		Maya Rmeity	Australia, Canada, France, UK, Spain, UAE
	Isabelle Demangeat	Germany, France, Italy		Hans Jablonski	Germany		Ursula Schwarzenbart	Germany
	Andrea Dermody	Ireland, UK		Laraine Kaminsky	Canada		Gareth Whalley	UK

Five Dimensions of Global DEI



Creating a Global
DEI Strategy



Learning from
Global DEI Practices



Navigating Regional
Differences



Expanding DEI Role
in Global Business



Ensuring Cultural
Competence at Home



Global EmERGE

April 7, 2025
22 Bishopsgate,
London, UK | Hybrid



How Else Can We Help?

Take Our Poll

I'm interested in...

- 1 Speaking to a Seramount expert about resources, solutions, and events** available to our Diversity Best Practices partners
- 2 Gaining access to our recent research,** "Understanding Global DEI Success: Corporate and Local Implications"
- 3 Registering for our next webinar,** "Building Psychological Safety"
- 4** Something else? Choose this option and we will follow up.

Global DEI Experts



Sathya Bala
True Change



Laraine Kaminsky
Global LK



Maya Rmeity
Prosperise



Sarah Phillips
Kellanova



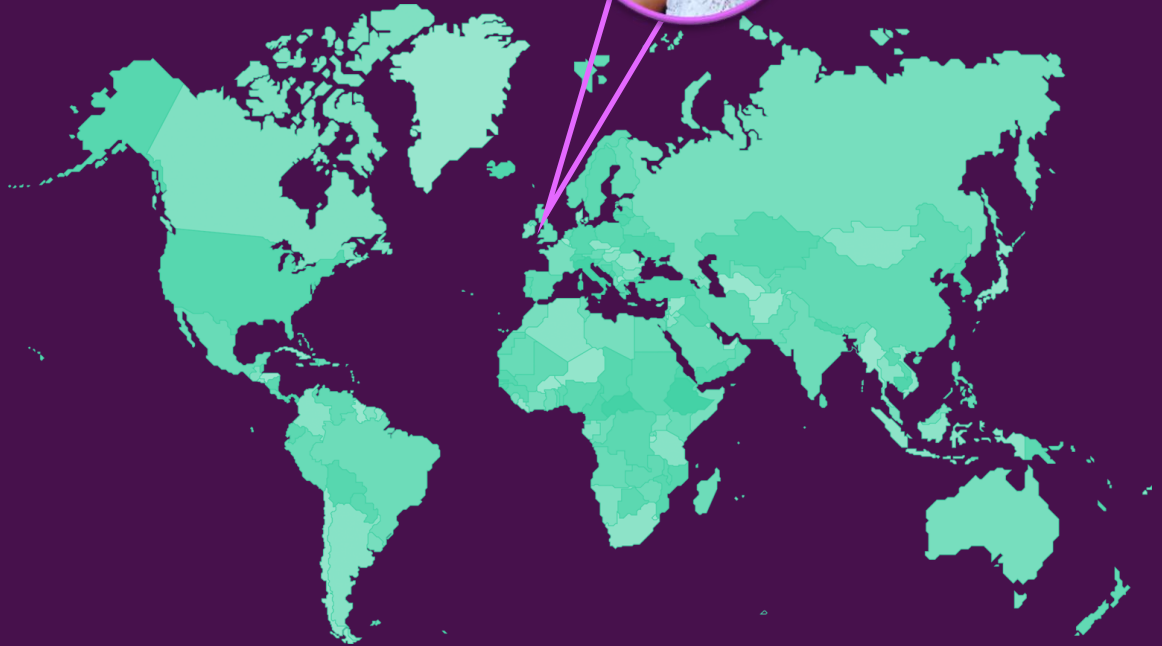
Nacho Mora Ariza
Inditex



Isabelle Demangeat
*fit for culture – global
inSights*

DEI Lessons from the UK

Sathya Bala
True Change



UK DEI Data Trends

- ▶ Demand for DEI data has been increasing—reporting, investors, clients, candidates
- ▶ Most organisations moving beyond anonymous surveys. Self ID becoming a standard in the UK, so demographic, inclusion sentiment, and employee lifecycle data can be linked
- ▶ Reporting beyond gender and ethnicity normalised e.g. disability, trans, LGBTQIA+, caring responsibilities with socio-economic data being of increasing focus in the UK.

Graduates and apprentices from lower socio-economic backgrounds* / **20%**



FY24

(FY23: 17%)

Female graduate and apprentice new joiners / **51%**



FY24

(FY23: 53%)

Female promotions firm-wide / **48%**



2 Oct 23 - 1 Oct 24

(2 Oct 22 - 1 Oct 23: 48%)

Ethnic minority Partner and Director new joiners* / **14%**



FY24

(FY23: 15%)

source: KPMG

- ▶ Shift from reactive reporting on what is mandated to being proactive. UK ethnicity reporting is becoming a norm even though it is not a legal or compliance requirement.



44% of employers voluntarily publish their ethnicity pay gap, new research finds

- ▶ Some companies who want to position themselves as more progressive and innovative in tech are specifically tracking gender representation in their tech departments.



UK and Ireland target of 30% women in tech roles.



40% women in Engineering, Product and Science roles by 2030.

- ▶ Focus on DEI data has evolved from “what and how to collect data” (which has matured the last few years) to “how do we use data to drive change and measure impact”

DEI Lessons from Canada



Laraine Kaminsky

Global LK



A Diverse, Multicultural and Complex Country



A Policy-Driven Approach

- 1969 ○ Official Languages Act
- 1977 ○ Canadian Human Rights Act
- 1982 ○ Canadian Charter of Rights and Freedoms
- 1986 ○ Employment Equity Act
- 1988 ○ Canadian Multiculturalism Act
- 2015 ○ Truth and Reconciliation Commission and Calls to Action
- 2021 ○ United Nations Declaration on the Rights of Indigenous Peoples Act

Designates four protected groups, establishing measures to promote their equitable representation in the federal workforce.

- Women
- Persons with Disabilities
- Indigenous Peoples
- Visible Minorities



Women in the Public Sector

- Senior Roles: Women made up 31.4% of corporate officers in Canada (2020).
- Parliament: Women held 30.6% of House of Commons seats (2023), up from 20.6% in 1997.



Increased Indigenous Recognition

- UNDRIP Act (2021) aligning laws with Indigenous rights.
- Advancing reconciliation.



Immigrant Integration

- Immigration accounts for 82.2% of Canada's population growth.
- Federal & provincial investment in integration programs.



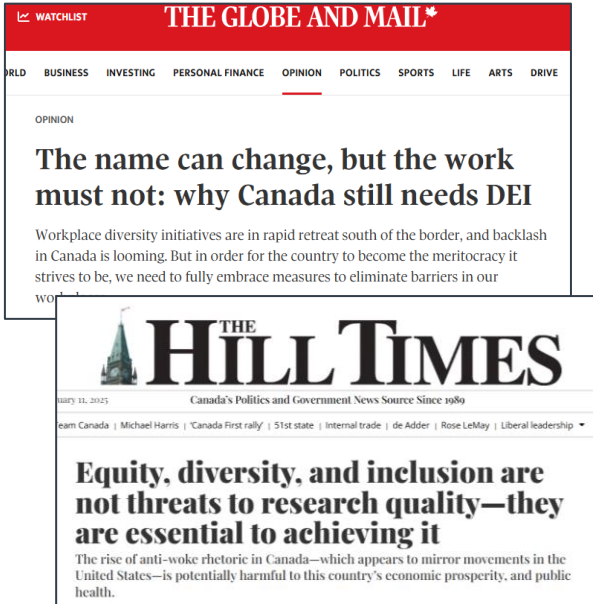
Accessibility for Persons with Disabilities (PWD)

- Accessible Canada Act (2019) enforces workplace inclusion.
- Greater focus on neurodiversity and mental health.



Maternity & Paternity Benefits

- 18-month parental leave option with paid benefits.
- Ongoing discussions to increase flexibility.



Challenges

- Resistance to DEI
 - Backlash and fatigue
 - Political shifts affecting momentum
- Indigenous inequities persist
- Employment equity gaps
- Outdated terminology & legislation (e.g. visible minorities)

Opportunities

- Advancing intersectionality
- Language & bilingualism as a differentiator
- Localizing DEI by region
- Moving beyond performative actions
- Business opportunities
 - Linking DEI to economic sustainability, ESG and innovation

Key Takeaways from DEI in Canada



- **Regional Awareness:** Understand the unique policies, demographics, and cultural contexts of different areas within national borders (e.g., Quebec, Alberta).
- **Assume difference:** Recognize that, though similar, countries like Canada and the U.S. have distinct histories, policies and approaches to DEI—do not assume they are the same.
- **Intersectionality:** Look for and address the overlapping identities and systemic barriers people face.
- **Systemic Change:** Focus on addressing institutional and structural inequalities.
- **Collaboration & Consultation:** Engage directly with marginalized communities to develop meaningful and effective DEI policies.

DEI Lessons from United Arab Emirates

Maya Rmeity
Prosperise



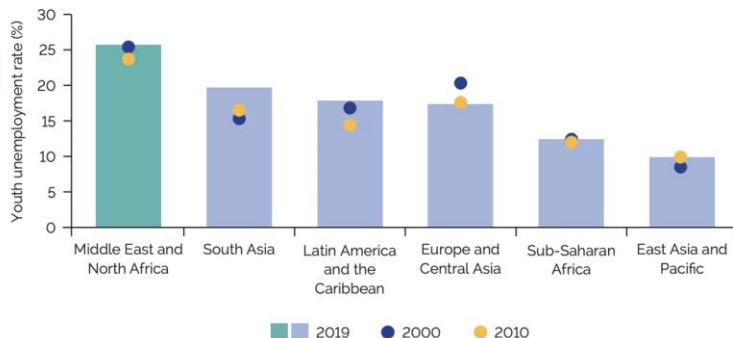
Youthful MENA and GCC

With 50% of their population is under the age of 25



3/5 across GCC youth employment seekers consider their governments to be very favourable employers

MENA has had the world's highest youth unemployment rate for 15- to 24-year-olds for two decades



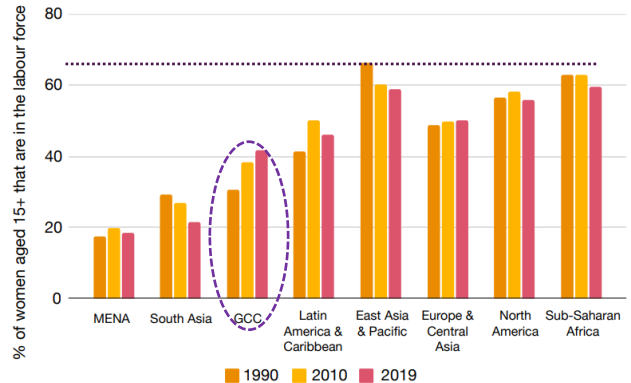
Source: International Labour Organization (ILO) ILOSTAT database.
 Note: Data for Europe and Central Asia exclude high-income countries.

Only 40% of working-age women in GCC countries are in employment

A highly educated and motivated generation of young women is breaking barriers, thriving in diverse careers, and leading across public and private sectors.



Only 40% of working-age women in GCC countries are in employment, compared with 64% across the OECD



Source: World Bank, PWC Research

UAE is witnessing up to four generations working together in the same office environment

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Source: Gallup 2023 Report: Key Workplace Trends in the United Arab Emirates

Strategies for bridging the gender and generational gap in the workplace

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Redefining the Cultural Equation – Leading by Purpose



- Values alignment (fostering engagement and belonging)
- Psychological Safety (open dialogue – winning teams)
- Wellbeing (work life balance and Burn out)
- Cultural Intelligence (Empathy)



Strategies for bridging the gender and generational gap in the workplace

Cross Generational Mentorship programs – investing in young female talent



Fem in STEM
A mentorship program by Schneider Electric

Empowering women in STEM fields and unlocking their interpersonal abilities



powered in partnership with



Be mentored by leading professionals working with Emirates Global Aluminium (EGA) and...

- Expand your network
- Get exposed to new perspectives
- Navigate your career choices
- Boost your confidence
- Build skills for the real world
- Stay engaged & fulfilled

- Attract
- Recruit
- Engage
- Advance
- Retain

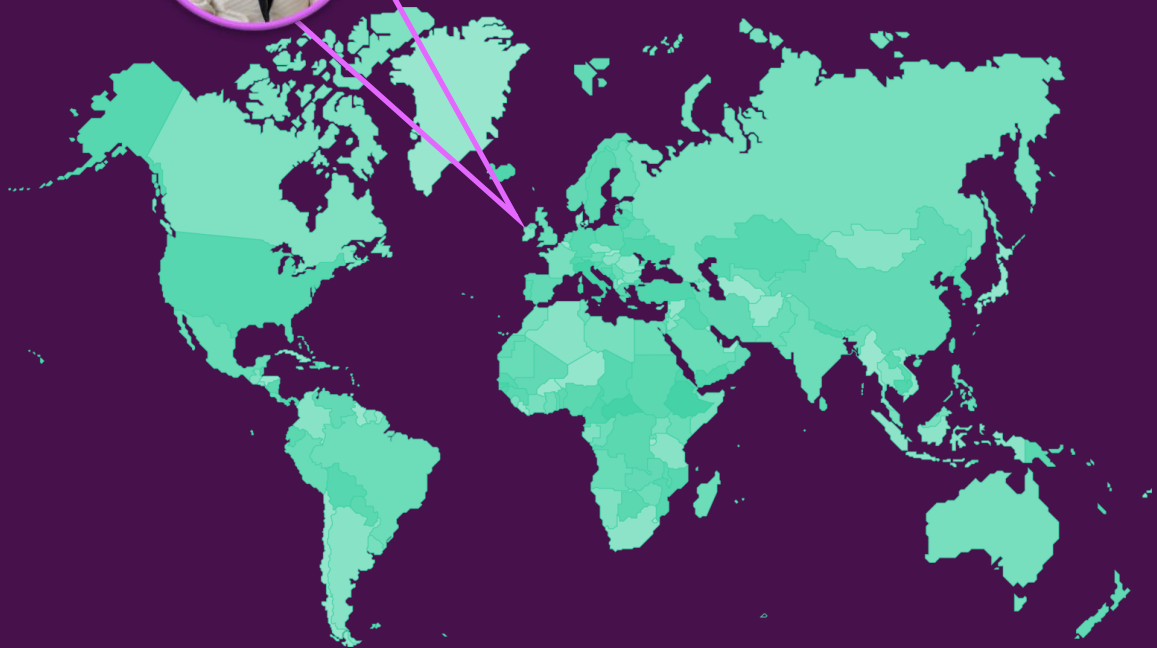
- Strategic Focus
- Mult stakeholders (Social Sustainability- CSR, People and Culture and HC

DEI Lessons from Ireland



Sarah Phillips

Kellanova



Belonging at Kellanova



Kellanova

the challenge



**Competitive talent
market**

the approach



Focus on our strengths..

- Celebrating Belonging
- Build our Capability
- Embed through Policy



the impact

- Employee Stories
- Listening Strategy
- Awards

Key Takeaways

- Start by listening
- Engage diverse voices
- Embed belonging into every layer of the organisation

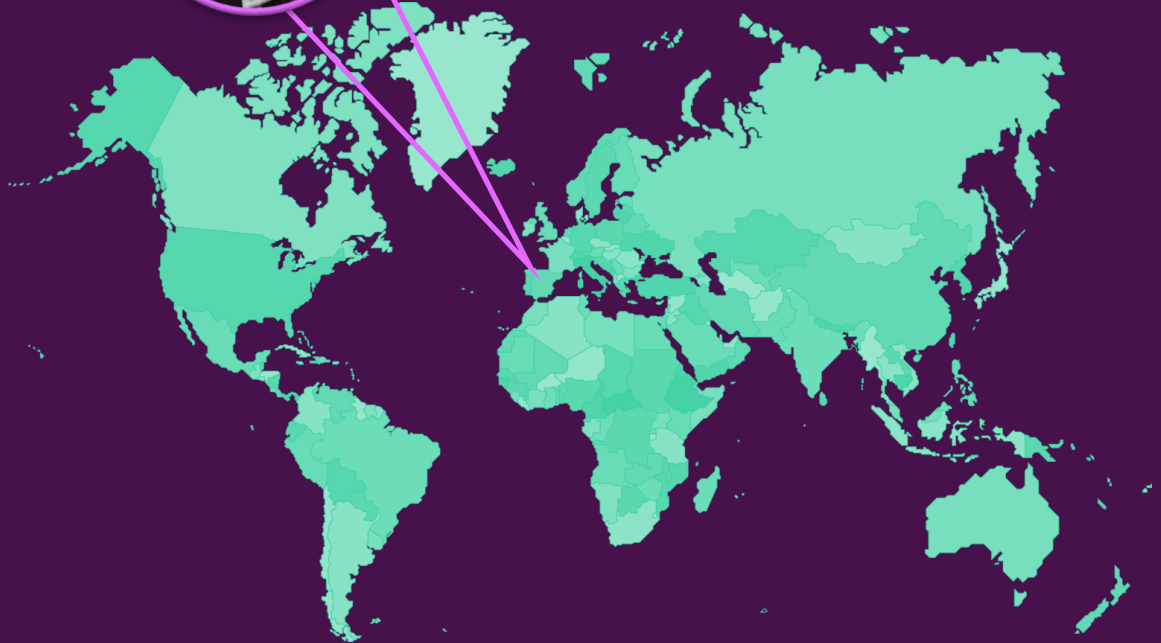


DEI Lessons from Spain



Nacho Mora Ariza

Inditex



Immigration & Refugees



Reasons why the inclusion of immigrants and refugees is key in Spain:

- **Workforce diversity:** they enrich the labor market, boost the economy and productivity, and foster innovation and creativity.
 - Employment opportunity programs
- **Social cohesion and cultural enrichment:** Spain is known for its generally positive attitudes towards immigrants, which supports their social inclusion and acceptance, and ensures they might have access to essential services, networks, and opportunities.
 - This contributes to a more tolerant and open-minded community.
- **Economic benefits:** immigrants help balance the demographic pyramid while, at the same time, they contribute to the economy supporting public services and stimulating the economies of the local communities.

Immigration & Refugees



'SALTA' is a program to employ people in vulnerable situations aimed at generating employment opportunities in our stores, logistics centers, and factories at Inditex.

According to the social circumstances of each market, 'SALTA' is adapted to ensure that these opportunities actually reach individuals or groups facing social and economic barriers (refugees, young immigrants, minority ethnic groups, etc.) Diverse NGOs support the program by selecting, training, and following up with the participants. Our teams are also involved in mentoring, training, and supporting the recruits.

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Countries

+4,000

Inditex people
involved

+1,900

Participants

+50

Collaborating community
organisations

Disability Inclusion



Reasons why disability inclusion is so relevant in Spain:

- **Strong Legal Framework focused on disability rights:** it includes the General Law on Rights of Persons with Disabilities and their Social Inclusion, emphasizing equal opportunities, non-discrimination, and accessibility.
 - Changes in Constitution: 2024
 - Legal quota of 2% of the workforce consisting of people with disabilities
 - New EU Directive on Accessibility
- **Social Integration:** it ensures that people with disabilities can fully participate in society, helping promote social cohesion and reduce inequalities. This includes access to education, employment, and public services.
 - Employment opportunity programs
 - Numerous expert organizations collaborating with the government, community and companies
- **Cultural Shift:** Attitudes towards people with disabilities in Spain have evolved from a focus on charity to a social model that emphasizes equal rights and inclusion.

Disability inclusion

Inditex To Double its Disability Employment

Published 1 month ago on January 31, 2023
By Bethan Harper



Inditex, the world's largest clothing retailer, has pledged to double the number of disabled employees hired within two years



'INCLUYE' is our driver of the socio-occupational integration of people with disabilities at Inditex. Its aim is to create employment opportunities to attract and recruit people with different kinds of disabilities.

This initiative is implemented throughout the world and contributes to the full labor inclusion of people who face barriers every day due to their disability.

2022

1,443 people



2024

Over 3,000 people

Disability inclusion

IMPACT WEEK AT INDITEX

During this week, every year, our store/offices/logistics teams unite to create inclusive workplaces in the fashion retail environment, ensuring that individuals with disabilities can thrive and succeed.

Our objectives

Foster Team Collaboration

Work together to share ideas and best practices for making our stores more inclusive and welcoming for everyone.

Enhance Awareness

Participate in activities that promote understanding and empathy towards individuals with disabilities, both in-store and in the community.

Celebrate Diversity

Recognize and celebrate the unique contributions of all team members, creating an environment where everyone feels valued and supported.



DEI Lessons from Germany

Isabelle Demangeat

*fit for culture – global
inSights*

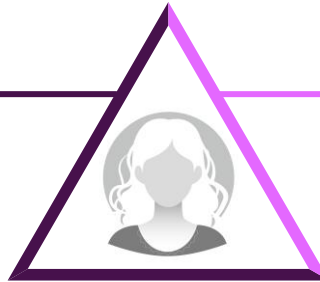


Figures

Actions

Employment Rate 2023

- Total
 - Women: 71%
 - Men: 80%
- Part-time
 - Women: 47.8%
 - Men: 11%



- More Return-to-Work Programs with higher acceptance
- Flexibility and post-covid organisation of work
- Impact of the EU Corporate Sustainability Reporting Directive - CSRD
- Higher social awareness on gender discrepancies
- 2023: Pay Transparency Act

Women in Leadership Positions

- Supervisory Boards: 30%*
**Mandatory quota since 2015 for 500+ employees companies*
- Executive Positions: 14% (C-Suite level)
- Middle Management: 30%

Gender pay gap: 18%

The Mindset Behind the Figures

Paradoxes in the German Culture: Exploring Discrepancies in Values and Practices

Regulations



Regulations are considered an efficient way to ensure common good and welfare, social coherence

Identity



Self-perception as a progressive and modern country

Economic Justifications



Rational and economical arguments: "His salary is higher..."

Private vs Professional



Strong separation of private and professional areas because of past examples of governmental interaction into the family politics (Nazi-Regime and GRD)

Social Roles



Connection between nature and humanity: natural aspect of genders like maternity, separation in responsibility for social tasks

How to Apply Germany's Lessons Learned to Your Organization

- Be aware of official and efficient organisations supporting DEI, like the Diversity Charter (Charta der Vielfalt) in Germany
- Network with other corporates engaged in DEI with consistency
- Upper management must support DEI activities and communicates publicly
- Male employees must be committed to a common vision of inclusiveness
- Shape very consciously the corporate culture: which society do we want our company to model? Reward gender equity supporting measures and behaviours
- Listen to the needs of the female employees (and other groups) and develop adapted activities adapted to the local eco-systems (ex: childcare, flexible time...)
- Support internal women networks and self-management, awareness workshops for female employees
- Train all genders in understanding the benefit of more gender equity
- Training programs give concrete tools for inclusive leadership
- Check all policies and methodologies within HR and Leadership on DEI

Live Q&A:
DEI Lessons from Around the
World

Type your questions into the Q&A box

Thank You



202-747-1000 seramount.com